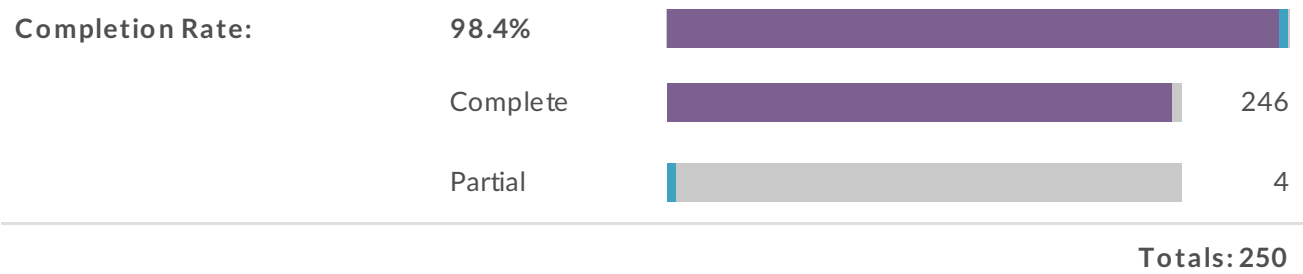
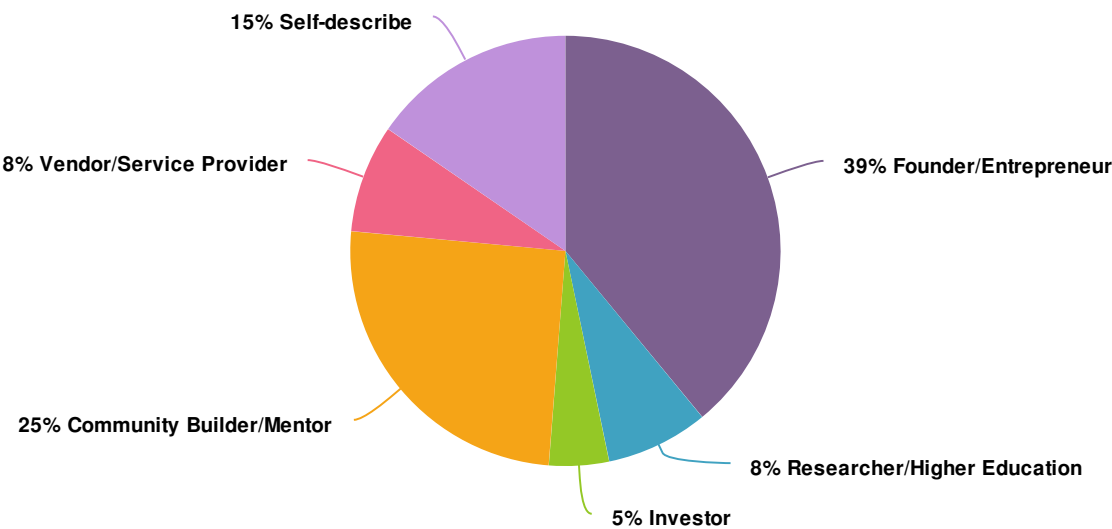








Report for Virginia's Role in the Innovation Economy

Response Counts



1. How would you describe your main role in Virginia’s innovation ecosystem?



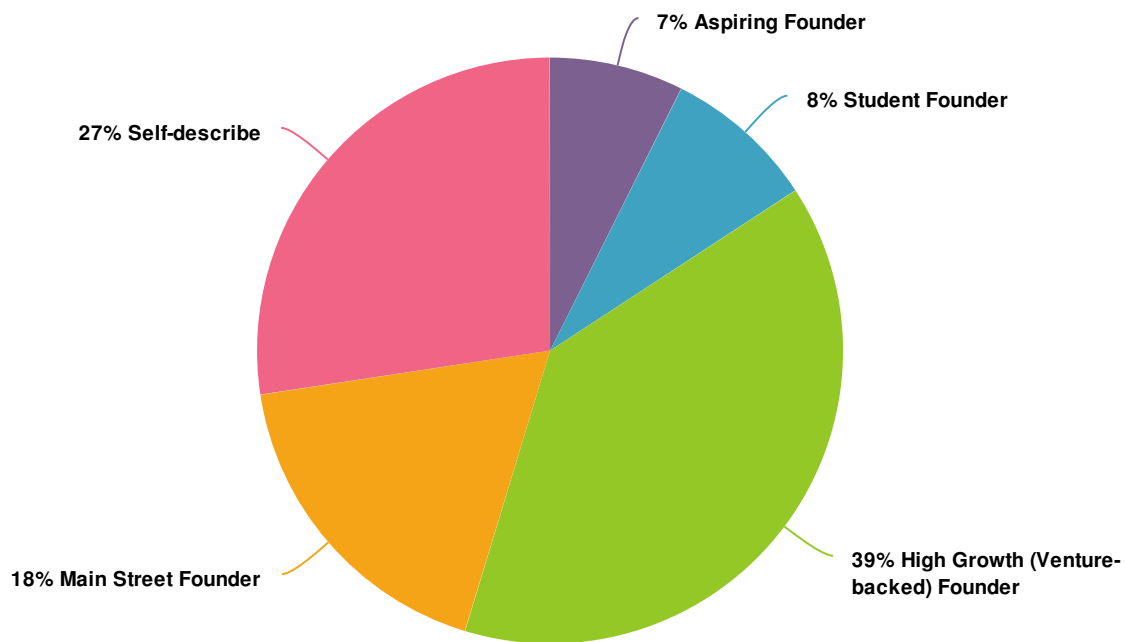
Value		Percent	Responses
Founder/Entrepreneur		39.0%	96
Researcher/Higher Education		7.7%	19
Investor		4.5%	11
Community Builder/Mentor		25.2%	62
Vendor/Service Provider		8.1%	20
Self-describe		15.4%	38
			Totals: 246






Self-describe	Count
Adult Higher Education & Entrepreneurship Advocate	1
All of the above - founded first of 6 VA tech companies in late 80's, now heavily invest, mentor and support community	1
Bank executive; past founder	1
Capital Finance Consulting	1
Commonwealth employee - Dept of General Services	1
Community capacity-builder	1
Community member	1
Concerned citizen	1
Corporate Sponsor and Promoter	1
Director of Accelerator Program: RAMP	1
Disrupter	1
ED Organiztion	1
Economic Development Director	1
Ecosystem builder	1
Totals	38

Self-describe	Count
Employee for an innovative company	1
Entrepreneurial support organization	1
Former state/current private sector participant	1
Founder/Mentor/Investor	1
Government Economic Developer	1
Government Leader	1
Higher Education Administrator	1
I have been a founder, entrepreneur, mentor, community builder and I provide services in this space.	1
I represent a ICF, a Virginia based digital engagement and transformation service and solutions provider	1
Interested	1
Interested citizen	1
Investor and innovation consultant	1
Local Govt Policy Analyst	1
Local government	1
Member of startup	1
Past founder/entrepreneur now community builder	1
Research Commercialization	1
Small Business Development Center	1
VA Small Business Development Center	1
all of the above as tradw/membership association CEO	1
economic developer	1
economic development	1
Totals	38

Self-describe	Count
researcher, practitioner, student team catalyst	1
working to establish an example of regenerative land use within town limits	1
Totals	38

2. What type of 'Founder' are you?



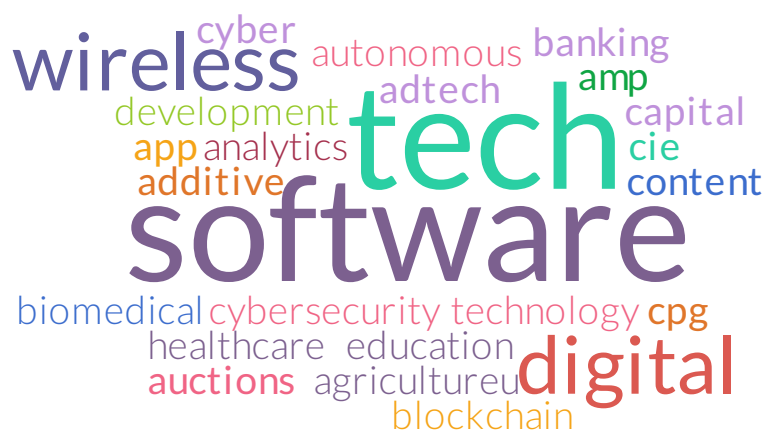
Value		Percent	Responses
Aspiring Founder		7.4%	7
Student Founder		8.4%	8
High Growth (Venture-backed) Founder		38.9%	37
Main Street Founder		17.9%	17
Self-describe		27.4%	26

Totals: 95

Self-describe	Count
Bootstrapped pursuing high-growth	1
Business owner, and high growth potential founder (not yet funded)	1
CEO small group tech companies,	1
Consultant	1
Creative / Tech Agency	1
Experienced business founder	1
Federal contractor based in Gloucester	1
Grassroots Founder	1
Growth Oriented Startup (Non VC)	1
Have started over 5 Business	1
High growth non-VC Founder	1
Independent consultant	1
Not sure what all your terms mean. I was co-founder of Rosetta Stone language learning software.	1
Potential high growth	1
Research consulting business	1
Small business owner-brewery	1
Sold my business	1
Student Entrepreneur	1
Technical Founder	1
Technology Commercialization Founder	1
Venture-backed Founder with an exit	1
data driven	1
Totals	26

Self-describe	Count
growing established business	1
independent business owner	1
pre-venture funded	1
serial entrepreneur with multiple startups	1
Totals	26

3. Describe the industry of your current business:

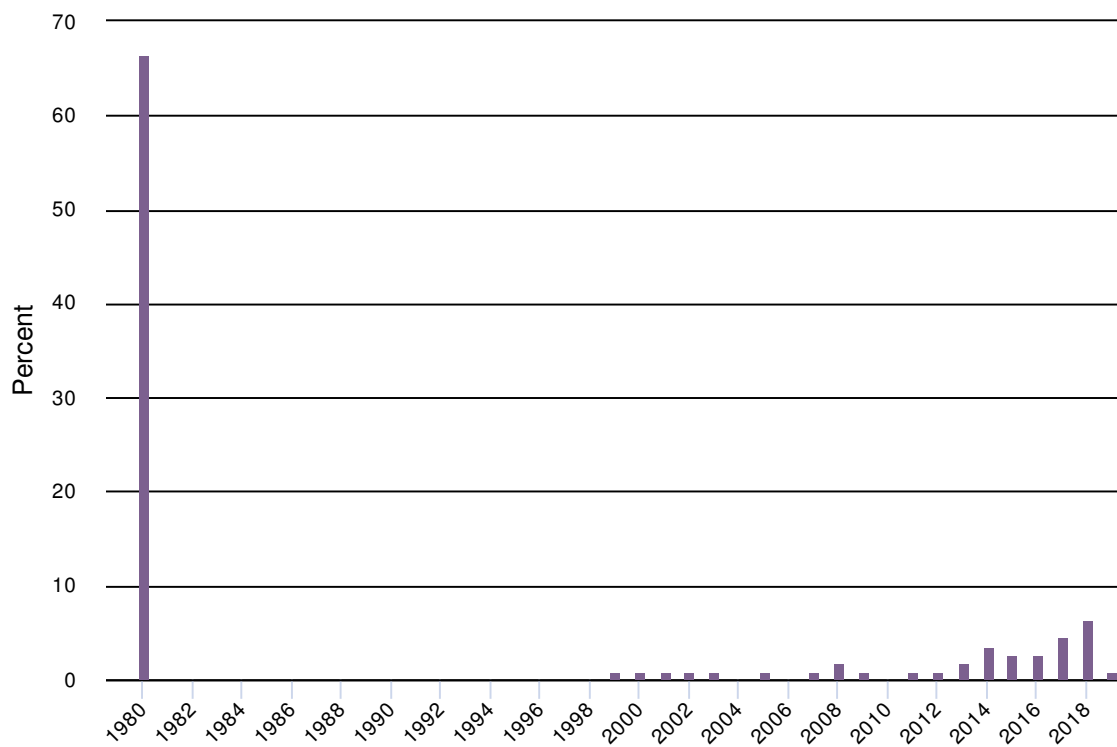


ResponseID	Response
2	Cyber
6	CIE Partners
21	Software development
22	High tech enterprise SaaS
35	VIC
40	cybersecurity
52	Autonomous decision support

ResponseID	Response
59	Education Technology
61	Software/analytics
62	Software
65	Education
67	Digital marketing
69	Internet platform for job matching
70	social media
71	For-Profit Organization
74	Tech
76	FinTech M&A (Capital Markets)
77	Healthcare
80	Wireless Technology
82	Blockchain
83	data and analytics - agricultureu
90	wireless
98	Lobbying
102	HR
105	Medical devices
107	CyberSecurity
113	grep Innovation LLC
121	Adtech
122	CPG
125	Digital content management. IT
128	retail tech

ResponseID	Response
131	Auctions
142	Investment Banking
165	Pharmaceuticals
183	Entertainment
184	Healthcare IT
185	additive manufacturing/biomedical
201	Security Technology
206	UVA School of Medicine
220	tourism, local economic development, mobile app development
230	Life science/forensics

4. In what year was your current business founded:



5. How many businesses have you started or co-founded?

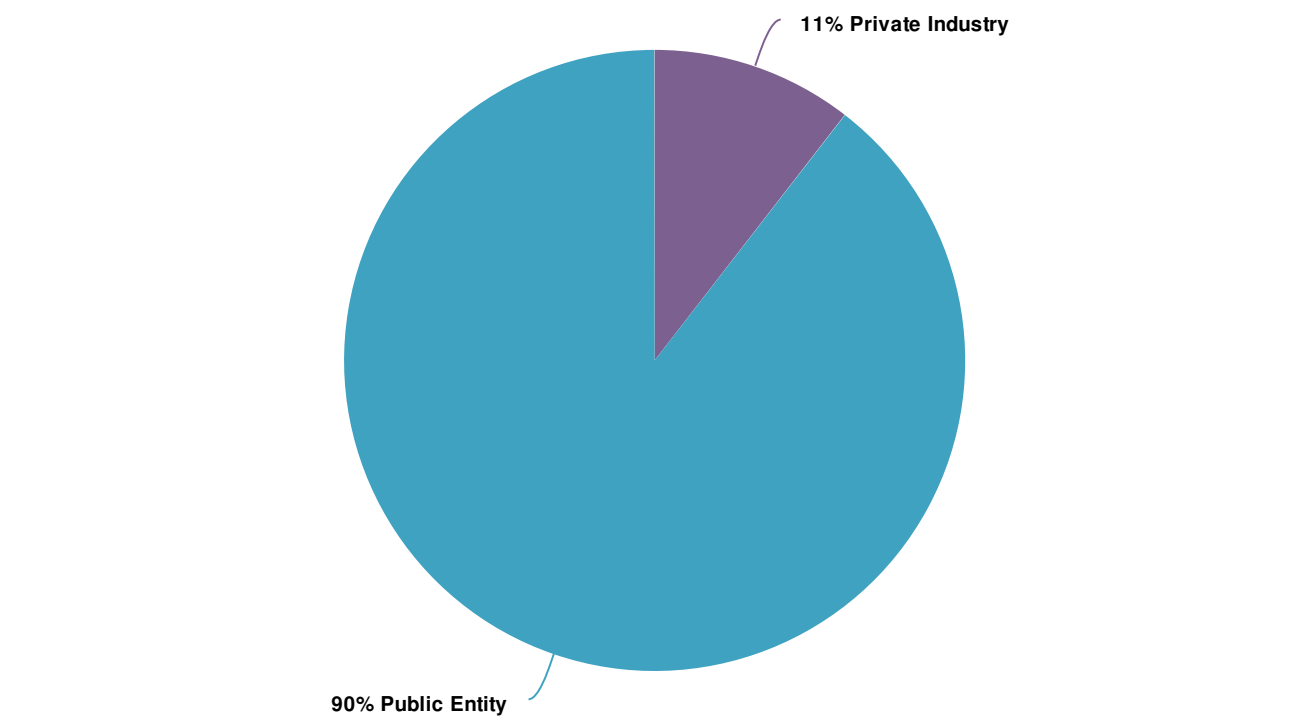
ResponseID

Response

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One

6. Do you work in the private sector or do you work for a college, university, or other public sector agency?



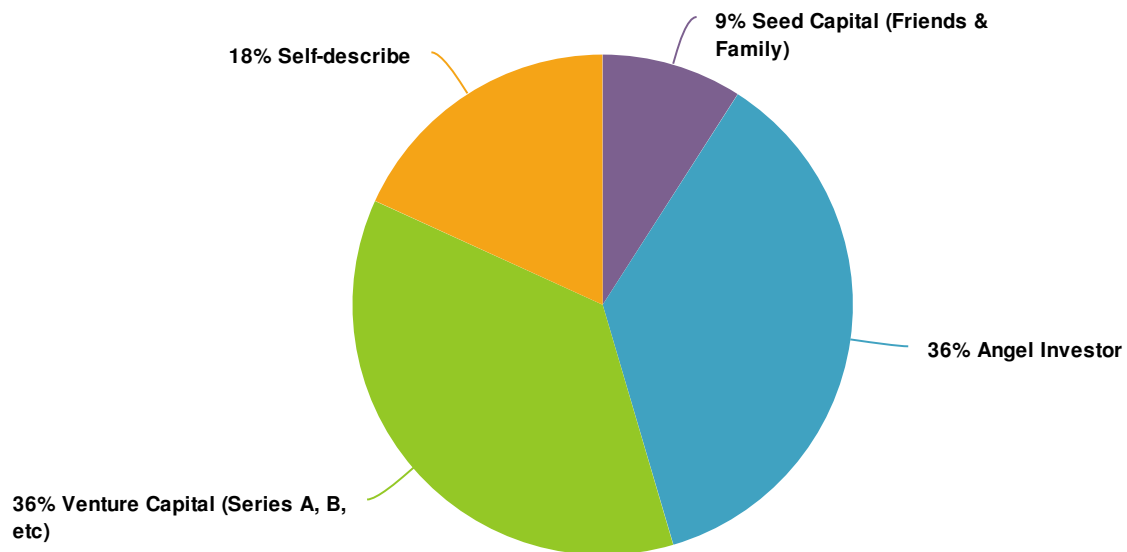
Value		Percent	Responses
Private Industry	<div><div></div></div>	10.5%	2
Public Entity	<div><div></div></div>	89.5%	17
Totals: 19			

7. What is the name of your institution or business?

community corporate educational
madison bank school
jmu university tech eastern
george college amp henry
virginia
institute james commonwealth
emory center baldwin atlantic
mary governor's foundation

ResponseID	Response
9	Virginia Tech Transportation Institute
11	Virginia Tech/NanoSafe, Inc.
17	Mary Baldwin University
24	Virginia Tech Corporate Research Center, Inc.
29	Virginia Western Community College Educational Foundation Inc.
34	Virginia Tech
75	George Mason University
88	Governor's School for Science and Technology
95	Eastern Virginia Medical School
112	James Madison University
129	JMU
137	marymount university
146	Emory & Henry College
154	Virginia Commonwealth University
158	Virginia Commonwealth University
169	James Madison University
206	UVA
237	Atlantic Union Bank
240	Virginia Tech

8. Which of the following best describes your level of Investment?

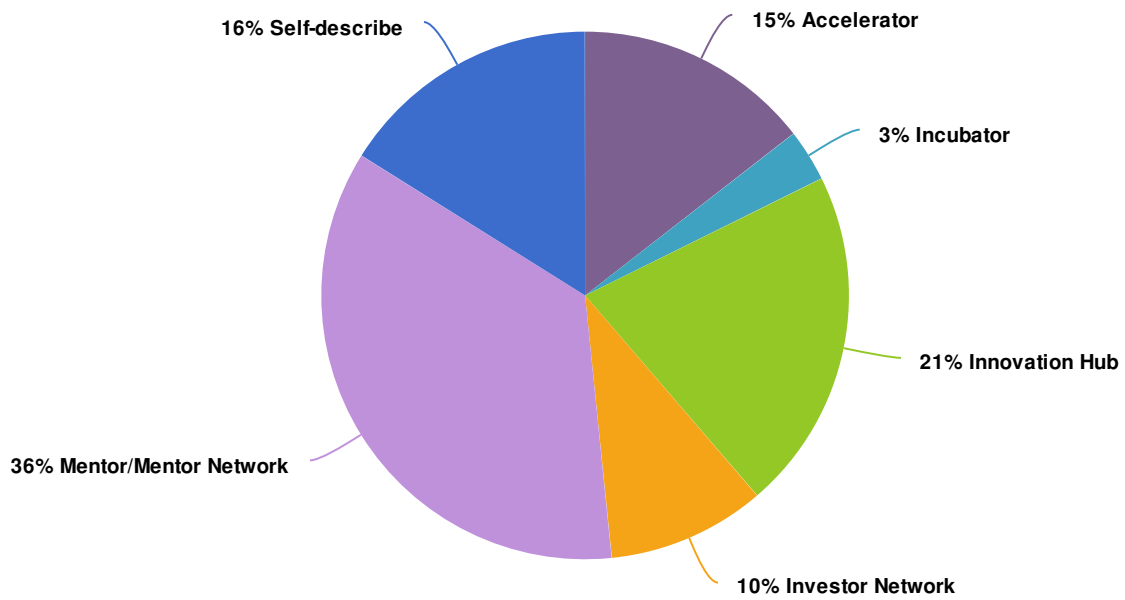


Value		Percent	Responses
Seed Capital (Friends & Family)	<div><div></div></div>	9.1%	1
Angel Investor	<div><div></div></div>	36.4%	4
Venture Capital (Series A, B, etc)	<div><div></div></div>	36.4%	4
Self-describe	<div><div></div></div>	18.2%	2

Totals: 11

Self-describe	Count
expansion capital, and angel	1
investment manager	1
Totals	2

9. When building your community, which of the following do you most associate yourself?



Value		Percent	Responses
Accelerator	<div><div></div></div>	14.5%	9
Incubator	<div><div></div></div>	3.2%	2
Innovation Hub	<div><div></div></div>	21.0%	13
Investor Network	<div><div></div></div>	9.7%	6
Mentor/Mentor Network	<div><div></div></div>	35.5%	22
Self-describe	<div><div></div></div>	16.1%	10

Totals: 62

Self-describe	Count
Business development advisor	1
Economic Development	1
Ecosystem strategy and support	1
Facilitator	1
Facilitator of business services	1
I work accross all of the above.	1
Local Government Official	1
Systems Thinker	1
Tech Council - we facilitate, connect, liaise, on a "as needed in this case" base to any and all of the others mentioned in question 2	1
volunteer leader	1
Totals	10

10. Describe your service:



ResponseID	Response
4	Legal
45	cybersecurity solutions and services
46	data processing
49	Data Centers
56	Wealth Management
57	Architecture/Engineering Design
86	Business Management software
100	Technology commercialization
114	IT Staffing
147	Industry engineering consulting & higher ed research
148	Defense, Intelligence and
149	internet advertising connecting employers and job seekers
161	Revenue Generating Business Development and Partnership consulting
172	workforce training
181	Regulatory
196	Medical
205	Technology Consultant & Multiple Vendor Sourcing Agent, Broker, Referral Partner
226	Marketing/business consultant
232	Business Advisor
244	Small Business Consulting

11. What aspects of the entrepreneurial and innovation ecosystem in Virginia do you find most appealing?



ResponseID Response

5	Putting the puzzle together with the different players and move towards and actual business
7	Working to launch in an under saturated community. Hometown support
8	Exploiting research from institutions in region to start-ups
12	Enterprise IT, environmental monitoring, applications of technology to help first responders
15	Collaboration and available resources
16	Richmond, VA and the unified high growth community there
41	Access to and support from technology
42	support for entrepreneurs; need more for sustaining companies
48	Proximity to tech industry and concentration of access to federal sponsors.
63	cross pollination, mentoring, sharing for problem sharing in managing and finding resources
79	The tech business community and their willingness to help startups succeed
81	The entrepreneurial community has gotten stronger since the late 2000s, and there's a growing sense of support for startups in the DC area

ResponseID Response

84	Virginia's high performing colleges and universities provide much needed access to intellectual capital and brainpower in all areas of the state. In addition, while highly talented, it is cheaper to employ highly skilled workers in VA than in other parts of the country.
91	Business friendly environment. Good workforce. Good universities.
92	ODU ARC and specifically Dr. Hani. CIT grants. Qualified Equity and Subordinated Debt Investments Tax Credit.
93	Networking and access to top quality brains
94	The fact that the Commonwealth is trying built an entrepreneurial ecosystem. Such as Mach 37, Smart Communities and the unmanned ventures.
96	University Entrepreneurship Programs, Lighthouse Labs Accelerator, Virginia Tech Apex Center for Entrepreneurs, American Evolution Innovators Cup
99	Support at the university level and connection with experienced mentors/training.
101	Virginia culturally is a welcoming and supportive place with good values and inviting environment.
103	University students are full of passion and with the right support and resources, they can drive entrepreneurship and innovation. We in Virginia are blessed to have so many universities and colleges and it only makes sense to tap into the potential our students offer
113	Inventing a unique and valuable service that customers love while creating employment and opportunity as well as collective wealth.
116	the network - all of the people who have been willing to share their time and energy to try to help other younger entrepreneurs.
117	There are a lot of people willing to lend their time and expertise.
118	I don't know the states entrepreneurial and innovation ecosystem.
120	Sense of achievement, owning something and being a part of making it grow.
126	I love being surrounded by other entrepreneurs in the ecosystem. I'm a member of Startup Virginia. I also attend 1 million cups.
127	Flexibility to manage my own affairs. Access to mentors and entrepreneur peers.
130	Means of connection and community among like-minded innovators.
132	High Tech start-ups

ResponseID Response

135	The State of Virginia makes it extremely easy to start and maintain a business.
136	I live in Rockingham County and I see a lot of kids grow up in low-income or uneducated homes, graduate school, and fall in line with whatever job their parents did and just keep the cycle going. I'm interested in creating businesses that inspire youth to think outside the box and move things forward from where their parents left them.
138	It's potential.
139	Startup grant funding available through organizations like CIT and GoVa
141	Attractive accelerator programs, access to funding, ability to attract and retain talent
152	- Great network of other entrepreneurs willing to give their time and wisdom. - Support infrastructure from places like Startup Virginia, Lighthouse Labs, VCU - Regionally-focused investors, like Trolley
160	The lower cost of living and lower cost per sq foot (specifically in the Shenandoah Valley) helps reduce the amount of financial risk in starting a company. I also know there are a lot of experienced entrepreneurs and creators throughout Virginia, and I'm looking for opportunities to connect with and learn from them.
166	Um, people are friendly? Honestly there is a lot to be desired, but maybe you'll ask that next. I do appreciate that CIT exists, but have yet to use their resources.
168	Quality of life — cville, Richmond, etc. cities and nature
170	Small business and small town revitalization and upending big-box mentality, which is draining local community resources only to provide low-paying non-sustainable businesses and sending profits out of the region.
175	I can't say. There are few barriers to entry. But small businesses are underappreciated
176	Lots of mentor networks ready to provide free advice, and accelerators that provide assistance without taking equity.
180	our Constitution separates business and government. "nor shall the Commonwealth become a party to or become interested in any work of internal improvement..." Constitution of Virginia, Article X, Sec.10
195	Virginia is becoming more open to startups and providing them with more resources, but I think there's a lot more room for growth.
203	I think more tech start-ups and funding to programs such as Valley Rocket will allow local entrepreneurs and investors to bring an unprecedented amount of value/opportunity to Shenandoah Area.

ResponseID Response

211	We relocated last year from very entrepreneurial San Francisco Bay Area. I'm originally from 757 area. I am thrilled to see the focus on building up entrepreneurs in this area. The most appealing thing is the energy behind this from multiple angles. I know what it takes to start, build and sell a business. Its not easy. So really glad the "village" is coming together to encourage this.
216	The university relationships for offering entrepreneurship programs such as GMU's ICAP program.
217	The opportunity to subcontract to larger companies.
221	The potential. Military opportunity
222	All as I am on the GoVA council and a committee on driving this kind of entrepreneurial growth in our region.
229	The support through SBSD and the amount of opportunity.
239	Govt. agencies (Arlington) strive to be helpful
249	Artistic and creative enterprises.

12. What do you think is the state's role in the innovation economy (including but not limited to: commercialization of research and high-growth, venture-backed entrepreneurship)?



ResponseID Response

5	Provide more incubators especially in rural areas
7	Education of the workforce. Quality infrastructure.
8	Capacity-building of the ecosystem and helping to bridge the capital gap of early-stage companies
12	Workforce education, infrastructure development
15	Support and incubation
16	Remove barriers and provide entrepreneurs with space to try their ideas.
41	<p>The state's most important role is to make it easier for people to start and relocate businesses here in Virginia. The state should pursue strategies that lower administrative burdens on businesses to make the state more attractive, such as eliminating the Business Tangible Property Tax for business supplies bought in Virginia and eliminating the Business, Occupational and Professional License Tax. The BPOL Tax in particular discourages high-growth businesses from locating or stating in Virginia as it taxes gross receipts, yet most technology businesses have high expenses and low profitability for several years after first starting. This encourages businesses to start outside of Virginia, and in turn deprives Virginia talent, job growth, and tax revenue when those companies IPO and early employees achieve liquidity and start new companies. Eliminating the BPOL is the single greatest thing the state could do encourage innovation in Virginia.</p>
42	<p>There's entrepreneurship that's NOT IT and NOT high-tech or high-growth and NOT venture-backed. I now have an \$8 mil professional services federal contracting company that I started at my kitchen table with \$500.</p>
48	<p>Creating an early stage investment ecosystem that will help entrepreneurs that have job creating concepts get on their feet. This should aggressively facilitate tax benefits for private early stage investors and earmark state procurement dollars for emerging companies. This also should rethink some of the regressive policies that give university faculty without real commercial plans advantages in applied R&D.</p>
63	<p>The state should be competitive with other states in supporting the innovation community that is in many ways still in its infancy. CIT funding in many instances is too small and too expensive. I wonder how many are familiar with the Commonwealth. Fund. So communication with a broader group of aspirants is crucial. The funding should also seek a broader audience and seek to attract a greater mixture of innovators and entrepreneurs. Every effort should be made to expand the base to include manufacturing, medical, and other capabilities across the commonwealth. In so many efforts of this nature, policies unintentionally focus on existing, flourishing ecosystems and ignore those that are needed across the commonwealth for the benefit of constituencies that have greater needs. Think NoVa vs Central/SW Virginia. How do these policies help improve those parts and build on or create ecosystems across the commonwealth?</p>

ResponseID Response

72	- Education: ensure we have the strongest public schools (especially high schools and universities) in the country. Incentivize more collaboration between higher-ed, startups, and established businesses. - Transportation: invest in infrastructure to decrease traffic and overall dependence on cars. Improve mass transit and last-mile solutions (e.g., electric scooters), encourage progress for autonomous vehicles.
79	Grants and investments in emerging technology
81	If Virginia wants to help startups grow from the fledgling stage to larger startups that will actually create jobs, the best way to do this is to provide tax incentives for investors in early stage companies, as well as for the startups themselves. I think it would be very interesting to exempt early stage startups from paying the employee share of payroll and state taxes for a period of time. Tax incentives that apply to company profits don't really help startups, since they generally don't generate profits during their fledgling stage...but they do have payroll costs. By reducing their employee share of payroll costs, VA can extend their runway and increase the successful conversion of early-stage fledgling to growth stage company (the stage at which a startup begins to create significant volumes of new jobs)
84	I think the state's role is to assist in the commercialization of research coming out of its universities, and to provide seed money for startups and other entrepreneurial ventures, while providing a nurturing environment for startups and new businesses at all stages.
91	Provide matching funds for SBIR research. Don't limit focus on narrowly-defined technologies. Don't limit focus on companies that were recently founded.
92	Promoting investment in technology development and commercialization. The investor base in Hampton Roads is not comfortable with technology companies.
93	backing of fundamental research that is (by definition) high risk
94	The Commonwealth should foster an environment of growth and economic development for all its citizens thru Education, Innovation and Technology.
96	Grants, Competitions, Retain Talent, Open Equity University, Maker Spaces, Public transportation
99	To help small companies scale through increased access to resources and potential customers/markets.
101	The state should incentivize private investors to take on more risk. Cultural we need a less risk adverse investor class to fund revolutionary innovation. Currently we fund evolutionary ideas because of risk aversion. We should be the place Ubers and Web3 is founded... not the place were we fund variations of bigger and funded west coast ideas.
103	Tax breaks to encourage risk taking, changing the cultural aversion to entrepreneurship towards innovation by backing projects

ResponseID Response

113	The Commonwealth nurtures and stabilizes the full and robust eco-system necessary for new business development and sustenance, including not only enhancing and providing startup grant sources but also serving the environmental well-being of the many associated private and public entities that serve as customers, vendors and partners.
116	supporting startups through tax incentives and programs which provide resources such as legal support and educational opportunities.
117	The state should allocate funds and resources to startups. This could include financial investments, grants, office space, and human capital (legal, marketing, etc.) The state could allocate funds to startups for support services which would go back into the economy. The state should also take a look at underrepresented founders to add additional support. The current program did not seem to understand some of the challenges of underserved founders.
118	Anywhere folks are already showing entrepreneurial and innovation skills, the state should support those efforts.
120	Is or should be? Is - I don't know.
126	Being a female minority, I'd love to see programs that incentivize underrepresented groups. I'd also love to see healthcare alternatives available for Startups. Providing healthcare for employees of a startup can be prohibitive to Founders.
127	1) Provide resources for business regulations and other admin items to make starting and running a business in compliance easy for the entrepreneur. 2) Would be nice for the state to support networking and resource opportunities for business community.
132	Low taxes, infrastructure.
135	To provide exceptional customer service and support for those that are looking to start and grow their businesses in VA. For example, by providing all of its services online, on an easy-to-use website.
136	I think the state should invest in start-ups that invest in education because an educated society benefits the whole. I think there should be money allocated to rural counties, like Rockingham, that would allow a business to get started and give it a 1 or 2 year runway to prove the model and get the business self-sustaining with its own profits or with other investment money.
138	I believe the state plays a large role in the innovation economy especially when it comes to working with/hopefully bettering the state's culture.
139	Support support support (funding, mentor ecosystems, education) especially for first time startups

ResponseID Response

141	Create a strong ecosystem of university entrepreneurship communities that can easily collaborate with one another, invest heavily in computer science, data science, and biotech education
152	Fix the health care system. The hardest part of my decision to leave a big corporation was losing my health benefits when 2 members of my family have significant pre-existing conditions. I know at least 5 other people who have told me they won't leave their corporate job to start a business because of health care concerns. The recent change in VA law allowing solo entrepreneurs to get group rates helped, but it won't let me hire my wife, which I intended to do.
160	I think the state should help connect the some of the (somewhat) silo'd communities throughout the commonwealth. This could possibly be catalyzed by state-funded accelerators and/or public-library-model makerspaces.
166	Infrastructure to support moving people and products. More transit options.
168	Don't know.
170	Shifting resources away from big-box retail to main street; providing greater financial incentive to entrepreneurs; investing more in all levels of education that encourage entrepreneurship.
175	None is fine
176	Creating infrastructure for support organizations and fostering investment by local groups into local ventures. Keeping and growing talent and companies in the state.
180	establish consistent guidelines for review and regulatory oversight, and direct accountability for public funds dedicated to any partnership. Provide ombudsman to prevent runaway largess in attracting business by counties town or cities.
195	To provide innovation hubs in the same way they provide libraries.
203	I think the state's role is to help when help is needed. Also, without funding and proper resources, the sort of innovation we are proposing at Valley Rocket may not be possible.
211	Consideration of tax breaks that will limit overhead expenses in the early years. Creating community forums. Relaxing of regulation where possible and where compliance measures are needed, making sure that compliance efforts are tilted towards education and improvement vs penalty and "gotcha" methods.
217	Unsure

ResponseID Response

221	Investment opportunity to support new, high growth companies who can return money back into the coffers and create new tax revenue. Attract existing and established tech startups to Virginia through incentives. Established companies are necessary in order to include gurus in the ecosystems... or else it's the blind leading the blind. Leverage innovative companies to solve the states wicked problems. Prevent cities from over taxing newly formed companies for at least 3 years.
222	Provide leadership and funding for viable initiatives. Commercialize it wherever funding allows.
229	To invest in promising new technologies.
239	Entrepreneur-friendly regulations Champion for entrepreneurs More investment to help underserved groups start businesses Youth entrep. in schools
249	1. Encouraging the infrastructure of the state to support new business development at all levels/scales. 2. Funding support resources for ALL small and new businesses (not only focused on tech, SWaM, and military/gov). 3. Eliminating regulatory and other burdens that stifle small and growing businesses.

13. While starting your business you were probably exposed to many influences. Of all the influences - both positive and negative - which would you say was the most impactful to your personal growth or the growth of your business? Please be specific.



ResponseID Response

21	Personal growth - mentors Business growth - access to capital
22	Having strong peer companies that my employees can co-mingle with and feel confident that they're in a region that affords them a backup plan for their family and financial well being.
40	Real life forums/conferences where I could connect with stakeholders, clients and investors.
52	Failure and recovery.
59	Support from successful entrepreneurs.
61	Building a quality Board of Directors
62	Taking advantage of a new ecosystem.
65	-Long standing relationships - collaborative efforts - Public/private partnerships. Most ventures take time to build. I believe in bootstrapping a business in the early stages and working collaboratively to achieve common goals. This involves skills and assets, including funding if and when needed. - early stage funding and support - Market knowledge - segments. Identifying real needs and delivering solutions. - CIT GAP Fund. Enabled seed funding to support initial development and marketing for one of my ventures. A very positive experience and one of the early exits for CIT GAP Fund.
69	Access to vibrant ecosystem of talent and capital
70	I had lunch with Steve Wozniak one on one when I was 14 years old. He had just taken Apple public. It was amazing that he took the time to have lunch with a kid.
71	other business owners and entrepreneurs in the region
74	Mentors / Executive Coaching
76	Innovation ecosystem of entrepreneurs, mentor/advisors, accelerators/incubators, and investors
77	Mentorship from subject matter experts and business entrepreneur's with strong interpersonal and clear communication skills. Particularly as related to energizing fellow coworkers. Access to cash and exposure to potential customers are the key drivers for any startup.
80	Positive - Darden MBA program; Inc 5000 programs and articles.
82	Negative - hearing no, failing at one of the businesses outright and losing clients as three quick examples taught me more than the moments where everything went smoothly and I was "winning".

ResponseID	Response
83	while I did not start the business i would have to say the network of fellow entrepreneurs and executives helped me believe i could do this and see a path
90	good: Connectpreneur, Mindshare meh: NVTC
102	Customer feedback.
105	The stress of running out of funding helped me grow.
107	My business partners at my first start-up. It was an amazing team and we bootstrapped the company.
121	Funding Mentorship from other entrepreneurs
122	iLab incubator and local Charlottesville mentor, entrepreneur and investor community
125	Positive influences from mentors and Startup Virginia.
128	professors, mentors/advisers, investors
131	Being a software engineer at Amazon.com
142	Network of local business owners and service providers
165	Strong advisors both within the Commonwealth and outside who had been through the journey of building a high-growth company, raising capital, obtaining FDA approval for a biopharmaceutical and/or device, connections to other entrepreneurs.
183	Probably Dick Ash's entrepreneurship course during my MBA studies at William & Mary. It was more helpful than any one thing I've done.
184	Boot camps that helped with investor pitches.
185	1. Technology Evolution and Revolution Stories: Disruptive Tech 2. Family: Father was a professor and always making breakthroughs in science (micro and molecular biology) His friends/grad students etc. 3. Grandfather: Always inventing at home - original hacker/rubegoldberg 4. Limiters, I hate them. I've always loved reading things like popular mechanics growing up and learning about the new technology that really - truly solves a problem. 5. I've been a process engineer - I was hired to be a change agent. I made some large companies a lot of money - but it's always hard to complete on the job unless the top management is really following advice. 6. Mentors - Dick Daugherty, Henry Bass, Mary Miller, Robert McAden - all positive.
201	Trusted Venture executives were positive
220	The Staunton Creative Community Fund was extremely impactful in influencing the direction of the company and its social mission.

ResponseID Response

230	Having one or more experienced mentors.
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14. Throughout the various stages of your start-up, was there a missing 'influence' or gap that you felt could have been easily filled by the state? Please be specific and If not, say so.



ResponseID Response

21	Conduits for state government to promote conducting business activities with Virginia based companies.
22	The state has provided valuable programs for my companies including VEDP and VJIP. While this is helpful, more could be done to reward companies for growing their businesses in VA.
40	Really difficult for a woman to connect with quality, deep tech investors in the DMV area in a social setting.
52	Seed money.
59	Seed funding.
61	We received CIT Gap Fund investment, which was absolutely critical to the early phase of our company

ResponseID Response

62 There is enormous opportunity for CIT to be helpful in providing advice and investment. VA government should look at what Maryland does in this regard. I have gotten more than one request to move to Maryland as part of potential funding. Maryland's analogs to CIT are much more active in regional entrepreneur events including in NoVA. In my experience, despite being located NoVA CIT was not helpful in starting up my company even when I met with them. Much more excellent advice and resources are available from local entrepreneurs, investors, bankers, and lawyers.

65 At the very early stage of developing a business, when self funding and 'friends and family' often are the only funding resources are available, the leap to the next phase can be challenging. It can be achieved through organic growth, but often 'fuel' is needed to fully execute on a plan for high growth potential companies. Venture capital firms are not typically interested in this pre-revenue or slim-revenue stage. I found myself in this position with one of my ventures, where we needed to lock in on a strategic hire but did not have enough funds to pay the person we needed. We were at a critical stage and funds were not enough. Grant funding sources were not aligned with our objectives, and loans did not bring the benefit of strategic advice and collaboration. I heard about the GAP Fund and presented a proposal. After a rigorous evaluation of our business, a convertible note of \$100,000 was approved. By this time I had got to know the CIT team and knew that they provided a full and needed solution to fill that 'gap'. We went on to build the next release of our software and a year later Symantec acquired my business, and it became a key management component of their GRC solution. It led to increased employment and revenue growth, locally in Virginia, nationally and globally.

67 The state is lacking Silicon Valley innovation culture . The investment community is risk averse and its hard for small startups that are Pre money to thrive in this environment

69 Easier access to debt and to the state as a customer

70 Tax exemptions

71 mentorship and ready and available accessible risk-adjusted capital

74 Yes, I am a huge fan of Traction Gap by Bruce Cleveland. It answers the key questions how state can help. And yes \$ is super important but if the state can also make introductions to the prospects of VA Companies, that would be a huge addition.

76 Capital – specifically in the range \$500K to \$2M

77 The healthcare industry today is extremely complex and non transparent to clinical operations and cost assignment. Most difficult is gaining access to subject matter experts from both the payer and care provider organizations to gain insight into these areas and present solutions from a "corporate" level. The current funded "innovation" organizations do no support these efforts, nor engage to provide such interaction.

80 Increase \$3 million investment limit to encourage investment

82 Commercial real estate Quick investment Network to help test and get large clients

ResponseID Response

83	generally in Virginia there is not the strong VC and startup ecosystem like there is in other markets including some that have less resources so i would say a greater funding base and support system to foster more startups
90	lousy early stage support
98	More grants/funding for startups.
102	Gap funding, tax assistance, and access to healthcare.
105	More lab space
107	Did not understand VC funding or Corporate Development. Would have been very beneficial to have better education on these areas and the ecosystem in VA.
121	Funding- early-stage funding is hard to come by in VA
122	Funding for growth; programs to help provide space for businesses to grow like commercial kitchens; part-time workers; educational courses on funding, legal, bookkeeping
125	Virginia State procurement is highly biased towards large corporation's product assuming the risk factor is low. The State, City and County level there is very little appetite to use Startup product use.
128	early stage grants
131	Legal structure, fundraising, taxes... I think we've done well in this space but I feel the imposter syndrome most for these topics.
142	No
165	Pre-seed and seed funding and clear connections to the investor community...someone to bridge the journey from start-up through acceleration to being venture-ready
183	I think Virginia is, especially in Tidewater, quite far behind in understanding/supporting the content industries and in appreciating their future importance in our industrial/economic landscape.
184	Maryland Venture Fund does a nice job of co-investing with venture funds. Virginia should look to them for ideas.

ResponseID Response

185 There are several areas. I can only speak from the last 3-4 years of developing a start-up in SW Virginia. I would say a set of resources for companies as they transition through the stages would be the most beneficial. What is available currently are several programs, accelerators, soem contests, institutes, and websites outside of universities that are disjointed and non-connected. (ATMO) They do not work together, do not follow each other, do not really know each other, don't know what each other are up to. In the community of start-ups several of us feel they actively work against each other and are jealous of each who gets more "attention" from the state. They are all fighting for small grants against one another.

201 Contract support for state local federal opportunities

220 An office or specialist that is well versed in high-growth startups, not just traditional small-business startups.

230 Provide guidance to help navigate the various resources available to the entrepreneur and the startup. I believe there are a lot of good tools and programs available, but how do I best utilize them?

15. From your business' formation to validation to growth (hopefully) what aspects of your local entrepreneurial ecosystem did you find most appealing for yourself or business? Did you seek advice, investment, or programming outside your local community? Please be specific.



ResponseID Response

ResponseID Response

21	Networking and mentorship are quite strong regionally. Access to capital is finally beginning to form and grow which will help many companies in the future, but still needs to grow to keep pace with demand.
22	The more specific the advice is related to enterprise SaaS companies, the further outside of VA the support system is located. Investment in growth stage companies in VA is lower than peer states in the mid Atlantic and capital raises will most likely be from the North East or out West
40	I participated in an accelerator MACH 37 which was great for connecting me with qualified mentors
52	There has never been enough early stage/seed money in the under \$500K range in Virginia, DC or MD. I had to go outside as do all of my co-founders.
59	Support from successful entrepreneurs. Support from service providers.
61	Networking with fellow entrepreneurs - Mindshare, CIT, GMU, MIT Enterprise Forum, and other venues
62	EO and Mindshare are very appealing, valuable and helpful.
65	- a developing entrepreneurial ecosystem. - organizations such as CIT and Mindshare - I am a long-standing member of the Institute of Directors, a board member of the British American Business Association, and a member of Mindshare Alumni. Most of my global support has been through the IoD
69	Find talent was easy. Finding world class talent was not. Too little based here
70	Mindshare connections helped to fund a prior business
71	yes, we looked at Mindshare, TiE-DC, YPO and EoY and other local venture and business leaders for access to inspiration and connections.
74	Mindshare was great during my days. I spent lots of time with Sean Mellon @ CIT, as they invested in my last startup and spent time with Tom Weithman.
76	Lots of attractive options with people and enterprises in the ecosystem, with the exception of investment capital in the \$500K-\$2M range.

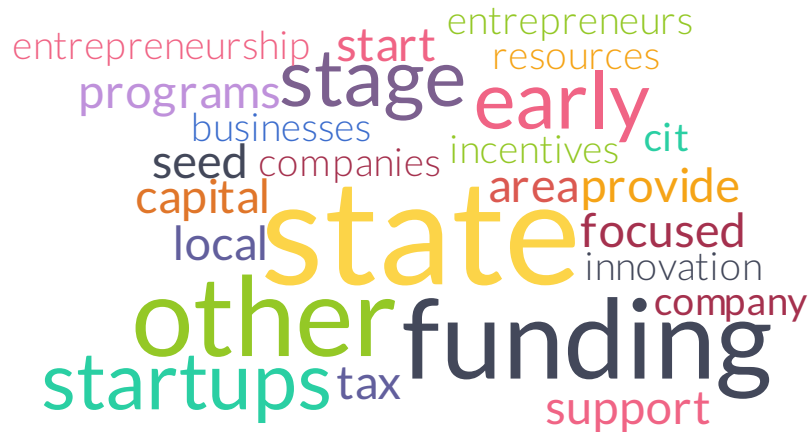
ResponseID Response

77	The majority of venture funding and private equity raised to support my companies originated from outside the No. Virginia community. Boston, California and Canada were more interested and better versed with innovation and translating that innovation into commercial benefit. Today, systems integration has replaced innovation in our region with many of the regional "innovation" centers that are funded by state and federal grants, operating as office space renters and power point critics with limited ability to offer sound advice, or to make introductions. Through my own initiative and contacts within NIH I was able to directly apply for SBIR grants. The tutelage provided by one local innovation center for SBIR/STTR submission was costly, slow and poorly understood by the innovation center.
80	Mindshare; Tandem Academy; local law firms (Miles & Stockbridge, Womble Carlyle). Took an online course on Scaling Your Business at Stanford B-School
90	Rebuffed locally, ultimately found startup capital in NYC. The company now has 500 employees and owns a building in Dallas.
102	Mentorship, Beta-Customers, and Angel Investment were most valuable locally. We sought Larger Investments outside our local community.
105	The Biotech Center has been very helpful and supportive in getting the lab and research resources we need. Virginia Biotechnology Association is the best networking resource
107	Did not even realize that there was a local ecosystem, so nothing was appealing. By the third company got connected with the VC community and MindShare. Both groups were very helpful.
121	It was hard to recruit talent and receive funding from my local community (Hampton Roads)
122	Network of entrepreneurs and investors; incubator program
125	Amazon Web Service offers grant through Startup Virginia is found to be very useful. Also benefitted from the mentors associated with the incubator. We are planning to explore outside local community for investment.
128	went to outside accelerators for capital and resources
131	My co-founder and I have decided to live in Harrisonburg for family and lifestyle reasons. Aside from the event we met at (Startup Weekend) put on by a combination of local gov't, industry, and academic institutions (JMU) and a local angel investor, I don't know that our *local* ecosystem has much impact in the trajectory of our business.
142	Network that is broader than local community
165	The biotech park was helpful but did not have much to offer at the time - it is getting much, much better now with the change in organization and focus as Activation Capital. We had to go outside for a lot of resources, capital and advice.

ResponseID Response

183	Honestly if we had it to do over again we'd do it somewhere else. The education rate in the 757 is low and there's little forward thinking. Most "resources" for entrepreneurs seem to be about putting up numbers of people served to keep grant money coming and not actually giving the businesses the help they really need or even making a commitment to success. It's mostly remedial workshops, grants you don't get, and the old boy network telling you how it was in their day. The "resources" here are almost entirely a waste of valuable time for any entrepreneur who is not at a very basic level.
201	Venture advisors front boston/nyc. Strategic executives all out of state to help advise. Mindshare network locally was helpful.
220	The ease with which I could get meetings with key players, be they investors, public officials, or potential clients.
230	I have sought advice outside the local ecosystem, particularly on tech transfer and SaaS-based business models. Looking at investment and programming options outside as well, particularly in the Boston, DC and NYC areas.

16. How do you feel Virginia could improve the support and/or resources offered to your local entrepreneurial and innovation ecosystem?



ResponseID Response

21	Financial support by the State of the ecosystem elements important to tech company formation and growth (VIC, RBTC, RAMP, etc).
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ResponseID Response

22	Absolutely, but it will require tailoring programs and engaging at the local level to get quality mentors engaged and seed capital efforts sustained over time. Managing from out of the region seems to be in conflict with a goal to improve support and resources being offered to local entrepreneurial and innovation ecosystems.
40	Non-dilutive capital investments, civic lead gen, reimbursements for relocation costs, subsidized office space for companies needing (expensive) secure workspace.
52	More help on seed and early stage money, technology-centric business advice and support resources, basic back office like health insurance for small companies, etc.
61	Keep funding CIT. Where else can you help entrepreneurship in a way that (I suspect) is at worst zero cost to the state - possibly a profit?
62	Study what Maryland's analogs to CIT do. Duplicate what they do best. CIT should partner/sponsor Mindshare alumni events. That will expose CIT staff to hundreds of successful (mostly VA-based) entrepreneurs and help CIT connect new entrepreneurs with existing entrepreneurs. Ensure that CIT is consistently promoting VA-based business. The CEO of a company I invested was advised by CIT staff that it would be better off if it moved to California. I have never gotten similar advice from the folks Maryland.
65	Continued support of CIT GAP Fund and other focused programs through this organization
67	More sources for funding innovation
69	Help them make it easier to recruit great people to the state. Tax holiday on first 12 months of gains etc
70	For me it is all about tax incentives
71	NVTC is too big and focused on bigger companies and there is NOT one single entity that drives any sort of local innovation like we used to do in early days of the iCEO high-tech councils and other information...
74	I was in Bay area for few years for my 3rd startup and got involved with lots of incubators / clubs etc. Their eco system is robust because they provided end to end support for startups: Everything from dev skills to marketing to raising money to exit to just a venting system. BUT real introductions or real companies who want to help!
76	Make a central repository of angel and angel group (and creative VCs) investors along with their particular deal theses.
80	Investment incentives to encourage greater investment in startups; grants to startups and mid-stage growth businesses.
82	Provide larger checks for funding and follow on funding

ResponseID Response

83	innovation labs, plugging in and driving entrepreneurship in universities, mentoring
90	Recognize that investing and supporting only fully done deals is a fools errand.
102	Tax incentives for established businesses to contract with or invest in startups.
105	I wish I had better access to a network of mentors and advisors, but I don't know if the state can help
107	Provide the ability to promote VA based businesses within the US. There are resources to promote international trade, but most start-up are not ready for that level of complexity. It would be very helpful to have promotion at major tech conferences in San Francisco, Las Vegas and New York.
121	More funding focused on early-stage startups, specifically with young founders in mind (< 25)
122	More grant funding awards
125	Encourage State and local to use locally produced software and other products. Give incentives to promote locally developed products as it helps local economy.
128	more private investors at earlier stages, bring in some strategic mentors from diverse businesses increase amount of technical ppl in area
142	Potential tax incentives for start ups
165	I feel VA is WAY behind other states in helping to foster a culture of entrepreneurship...bring back angel tax credits...provide tax incentives for entrepreneurs to build and grow their companies in the Commonwealth and get funding to those organizations like activation capital who are actually making change happen in a positive and progressive manner. Help stand up seed funding/early stage funding and invest in the entrepreneurial ecosystem by providing grants for new innovative spaces/infrastructure, accelerators, etc
183	Other than grants to put brick and mortar in bad neighborhoods and having directors of this or that come from Richmond for drive-bys, I don't know of anything locally the state's involved in so getting that word out better would be a start. New businesses need potential customers to hear about them and they need money. The various pitch contests are small potatoes and things like 757 Angels are both private and very clique-ish. Virginia's efforts seem to be focused on extending this entrepreneurship industry--the industry of offering services and (false) hope to entrepreneurs in exchange for grants to pay those industry workers and very little on actually turning Virginia startups into growing, national concerns that can lead the state, the country, or their industry. Entrepreneurship is the product that's being sold to the state, entrepreneurs are the raw material that gets ground up in the process.

ResponseID Response

185	<p>The state needs a common directive and goal setting for the localities and programs to find a way to work together and promote companies in their own areas to the state level. The regional communities should be sending their companies to other regions to work in those areas. There should be - like in education a primary through advanced program that focuses from the Local, to Regional, and then State level. If you grow it that way - and then have a 1-2 maybe 3x per year competition/VC DemoDay then VC will know this is a very high level competition and come to the event. Right now, you have hopeful companies attending any event they can go to - and these events are very poorly attended by both angels, VC and even at the political level. Once you get a company educated on start-up get them help from elsewhere. Right now it feels like (again SWVA opinion) that they want to keep the company in the area more than promote and possibly loose the company to another area. The attitude seems to be succeed here or good luck. because we have all the resources you need here - which is not the case. I would add, that in my area, it seems to be that it's always the same guys who are running the programs or have their finger on the scale. Why are there not mentors or some settings where local successful and young entrepreneurs (not in college) I mean really running a business or struggling to meet up?</p>
201	<p>More seed and series A VCs in the area for early stage.</p>
220	<p>See #7, and of course, capital. :)</p>
230	<p>Again: Provide guidance to help navigate the various resources available to the entrepreneur and the startup. I believe there are a lot of good tools and programs available, but how do I best utilize them?</p>

17. Let's end with the most important question as it relates directly to policy formation: what do you think is the state's role in the innovation economy? If you've been following the past few years of the Virginia legislature's effort to address this question, this is your chance to register your idea/opinion. Please be specific.



ResponseID Response

21	Increased financial and programming support by the State of the ecosystem elements important to tech company formation and growth (VIC, RBTC, RAMP, etc). Increased CIT presence in the Roanoke / Blacksburg region as it had been in years past. Our region is overlooked far too often when funds are distributed in support of technology company formation and growth, including the entities which support, fund and nurture them.
22	The state can cultivate the environment in which entrepreneurial activity sprouts. Entrepreneurs aren't looking for handouts, but they need meaningful investments in the innovation ecosystem, managed at a local level, or else they'll move on to a state that executes this better. Either a nearby state such as North Carolina, or Nashville.
40	It takes money to make money. Pump money into our companies via non-dilutive capital, incentives for VA companies to patronize VA companies, and deeply discounted business services.
52	CIT needs a lot more financial support as do its various early stage funds. The idea that Universities are capable of commercializing technology or of telling any startup business how to grow is crazy. Academics generally have a very narrow view of what constitutes business. realities. CIT should take a more aggressive role in lead-incubating technology startups in the Commonwealth.
59	Incubation and seed funding.
61	1. Make it easy to incorporate in Virginia. One-stop website was very helpful 2. Keep tax incentives to invest in growth businesses 3. Fund CIT - an outstanding, credible "first investor". (Note - Maryland has an excellent, competitive program just next door) 4.Do more to promote in media Virginia's innovation and startup successes

ResponseID Response

- | | |
|----|---|
| 62 | VA Government should market to/seek to have non-local VC firms open east coast offices in NoVA. The investment community in the area could be improved with such a presence. Add to the funding and improve the efficiency in state-led investments into start-ups. Do anything to reduce state filing and reporting requirements. |
| 65 | Technology and agriculture are two very important industries contributing to economic growth. Both require innovation to continue to grow. R&D and educational grant programs are useful, but an active participation in venture funding to support economic development is critical and a significant success factor. |
| 67 | Budget allocation for early stage ventures |
| 69 | The state should adopt cutting edge policies that are ahead of other states and require innovative solutions. For example require all transportation providers (taxi, uber, scooter, drone) to prove realtime location and status. Or for example require carbon zero status on all new cars and buildings. |
| 70 | For me it is all about tax incentives |
| 71 | state should provide grants - with no strings attached...and across all sectors - not just technology...IT-enabled services would be just about any business and should NOT be in the venture capital business and pick winners...focus should be on ENABLEMENT |
| 74 | We are super behind and need to do more. We clearly have the talent and opportunity, the question is does State want to be on the cutting edge or be a follower? |
| 76 | Not familiar with policy issues |
| 77 | The Commonwealth of Virginia and region of Farifax have given tax concessions to large healthcare organizations within this area. The long term benefit of data analytics and the future role of DNA screening to identify patient health outcomes were part of the reason for such concessions. What measureable deliverables has the Commonwealth identified for these tax concessions, and how can local innovators participate with these companies to assist with meeting these delievable? Improving Quality of Care and Reducing Cost of Service to Patients should be the top two obligations of the organizations for receiving tax benefit. |
| 80 | Tax and investment incentives. Virginia's successful bid to attract Amazon's second HQ was a superb example of promoting a growth economy. |
| 82 | The states role is not just to grow the state but to help by reaching across state lines and become an influencer regionally, nationally and hopefully some day internationally. If that is done via investment, outreach and even marketing...then the capital required for such is probably minimal relative to the larger impact it can have on all of us. |

ResponseID Response

83	I think funding and policy to support an early stage startup eco system. This would include more state funding for seed stage, coinvesting with local VCs, programs with universities, availability of resources /innovation labs, etc. This investment will increase job growth and tax base with successful startups like we have seen in other markets like SF, NY, Boston, Denver, Salt Lake, etc.
90	Invest in the ecosystem, including early stage, instead of focusing on supposedly high end and safe deals. You need the right people to create the visionary, bold, energetic culture to make this go.
98	I think the state should help to foster a space where people are willing to take the chance on an idea/business, but with limited resources.
102	The State's role in the innovation economy is to foster a sustainable environment where new and existing high-growth companies want to be located and conduct business.
105	Virginia can support startups by making resources more readily available: co-working space, labs, funding, understanding tax laws, etc
107	1) Promotion of businesses under 50M in annual revenues across North America. 2) Education on what is typical for the growth stages of a start-up tech company. How financing and corp development works.
121	The state needs to support entrepreneurial ecosystems, with a focus on young entrepreneurs. We are the future of the economy and Virginia and it can be very difficult to receive proper funding and support. My company was lucky because we had the full support of the University of Virginia.
125	Build awareness in the State and Local procurement agencies importance of buying products made in Virginia. Mandate all RFP/RFI/IFB documents be accepted in digital formats. Currently most RFPs are accepted in printed pages, that run into 200 pages and several copies are demanded. Mandate agencies to make procurement decision within a defined periods. Many agencies do not take an action for a year or more.
128	bring in new tech people, encourage early stage founders via grants or programs like g-beta where startups potentially get grant at end -- ie they do this in Omaha
142	I believe the state should do its best to incentivize innovation through tax policy, funding of higher education and attracting talent to relocate to Virginia.
165	If the state wants to be serious about attracting high growth start-ups, they must provide the capital resources and offer grants to organizations who are investing heavily in the start-up ecosystem here....place, people, programs - but run by experienced founders and investors...not academics or government personnel that have never started a company.

ResponseID Response

183	I said it above. Virginia's role seem to be to fund universities and programs focused on attendance and throughput, not successful business launches. It's not a complete waste of time and money but it's never substantially helped me or any of the dozens of entrepreneurs I know. We've all gone to the networking and the presentations and the pitches and on and on and eventually we just tune out because it doesn't put money in the bank--ever.
184	The state needs to nurture and foster an eco-system that benefits startups. It includes investment and grant monies, mentors, links to universities, service providers and larger companies. Startups need backing of the state to succeed.
220	In addition to helping innovation startups navigate state bureaucracies, I think it's important for the state to be proactive in addressing policy needs where legislation could assist startups in particular sectors. For instance, we're working in FinTech and there are things that legislatures in other states (CA, of course) have done to improve the climate for innovation in this area. Specifically in easing barriers to entry so that a startup does not have to have great resources (like \$200k net assets) to try out a new service, without putting consumers at risk.
230	The state should be actively engaged in nurturing the innovation economy in VA. Greater access to capital is needed in all stages of growth.

18. What resource or influence would you say was the most impactful to the development of your research? Please be specific.



ResponseID	Response
9	Strong and longterm relationship with VDOT working to support and deploy impactful solutions onto our state's roadways.
11	Virginia Tech and access to analytical infrastructure and faculty.
17	We are looking to add academic programs in artificial intelligence, augmented & virtual reality, 3-D printing, cybersecurity and robotics.
24	State-funded university research.
29	I don't conduct research. I work for a nonprofit college foundation that is a financial supporter of the ecosystem in a variety of ways.
34	Market and competitive intelligence that helps shape dual purpose aspects of the technology under development to make it commercially relevant.
75	Recruiting top research talent to our faculty and providing startup investments to equip them for success
88	University research ecosystem
95	Funding opportunities, closely followed by collaborative partners in either academia or industry.
112	"Gap funding" models to support IP filing and transition from laboratory bench proof-of-concept to productization. There is a lack of Availability in funding this critical development phase. Incubator, coaching, mentoring, and support programs (e.g., ICAP, incubators, etc.) are critical in this transition to early capital and sales. Connectivity to the regional and statewide network/ecosystem.
129	JMU X-Labs has created a platform for both support and research. I've done several IP disclosures, helped launch about 8 ventures, and am currently working on a new venture myself.
137	NASA funding for research, including tech commercialization programs also private foundation (Kauffman) funding for start-up of entrepreneurship center
146	Access to businesses and funding to support our research efforts and hands-on internships for our students is critical. Our students can be an asset to businesses and start ups.
154	For students the most important resource is two-fold, through funding and guided mentorship and expert help, students are able to successfully build and commercialize their resources into products.
158	A network of people committed to similar efforts
169	Grant support has been helpful (e.g., through the 4-VA program)

ResponseID Response

206	Seed grants to de-risk technology to make it more attractive for follow-on funding
237	Attracting new businesses, and varied businesses
240	Entrepreneur ecosystem organizers

19. What was missing? What 'influence' or gap as it relates to research commercialization do feel could easily be filled by the state? Describe and if none, say so.



ResponseID Response

9	Strong support and guidance on taking research from report to patent to licensing and new venture.
11	Seed funding is always a challenge. CIT and their CRCF/SBIR-matching programs have been extremely helpful since about 2012, though.
17	Funding or assistance of some form for purchasing technology to support the education of future workers in this sector would be very helpful.
24	Early-stage funding.
34	Pool of entrepreneurial management talent to draw upon that lessens need or desire of faculty to leave the university, rather act as CTO over further development efforts. Business model facilitation for universities to become a contributor to the "innovation through acquisition" practice long adopted by industry.

ResponseID Response

75	Virginia's universities still lag our neighboring states in the amount in research federal grants we bring in together. Investing in eminent scholars and equipping them to be competitive would be the first step. Federally funded research helps build up talent pool and becomes the source of new technologies that can lead to new businesses
88	Interaction and collaborative associations with Virginia and local private industry.
95	I don't believe that the Commonwealth provides enough opportunity for industry and academia to collaborate/partner. There are multiple funding mechanisms, but the funding available is limited, which hinders partnerships and reduces output. I think the state can put significantly more funding into these types of opportunities.
112	More funding to support research transition to incubation (e.g., proof of concept to productization support). Current programs require significant match (1:1) and expect an understanding of the business and market opportunities that are beyond that of a university researcher. Scouts and connectors are needed to assist support and change the mindset of researchers that their good ideas and technologies can (and should) be transitioned to commercial applications. Many academics do not view commercialization as an objective or potential outcome of their research work.
129	1. Access to resources to help get started. The SBDC is great, but they're not really designed to help high-growth companies startups. 2. Access to capital that understands startups.
137	state must consider how to fund ecosystem provided by both public and private universities. private universities have capacity for growth and state must consider them as a resource that currently may be underutilized for entrepreneurship
146	Integration/communications among businesses as it relates to areas that have capacity for growth and development. SWVA could be a hub - buildings, land and people waiting to innovate - need leadership and funding.
154	Leveraging all of the combined efforts of multiple entities working towards the same goal. I think there is progress being made, but truly understanding the support and structure for supporting entrepreneurs from ideation to validation.
158	There is a gap between the connection of student entrepreneurs and the local ecosystem.
169	Help focus on the development of innovation hubs across the state, and not just at the largest R-1 universities
206	Translational research seed grants (similar to CIT-CRCF) in the \$80-\$100K range
237	Access to capital to ALL businesses. Even Main Street focus. They also spur and drive investments for fast growing companies.
240	Centralized database of IP and concepts that is easily accessible.

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